

**MULTIMEDIA**



**UNIVERSITY**

**STUDENT ID NO**

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# MULTIMEDIA UNIVERSITY

## FINAL EXAMINATION

**TRIMESTER 2, 2016 / 2017 SESSION**

### **DOB5018 – ORGANISATIONAL BEHAVIOUR**

(For Diploma Students Only)

**24 FEBRUARY 2017**

**9.00 a.m - 11.00 a.m**

**( 2 Hours )**

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#### **INSTRUCTIONS TO STUDENT**

1. This question paper consists of 7 pages with 3 sections.
2. For section A and B, shade your answers in the OMR sheet provided.
3. For section C, write your answers in the answer booklet provided.

**SECTION A: MULTIPLE CHOICE QUESTIONS (each question carries 1 mark).**  
**Answers for this section should be shaded on the OMR sheet provided.**

1. Which of the following is NOT a topic or concern related to Organisational Behaviour?
  - A. Turnover.
  - B. Leader behaviour.
  - C. Productivity.
  - D. Family behaviour.
2. Basing managerial decisions on the best available scientific support is called \_\_\_\_\_.
  - A. intuition
  - B. organisational process
  - C. organisational behaviour
  - D. evidence-based management
3. Priya is a graduate student helping to organise a study on individual job satisfaction. The study focuses on the top five causes of satisfaction or dissatisfaction on a job. Her department is surveying 200 individuals in 100 different types of organisations. Priya is most likely a graduate student in the department of \_\_\_\_\_.
  - A. psychology
  - B. anthropology
  - C. political science
  - D. social psychology
4. Psychology's major contributions to the field of Organisational Behaviour have been primarily at what level of analysis?
  - A. The level of the group.
  - B. The level of the individual.
  - C. The level of the organisation.
  - D. The level of culture.
5. \_\_\_\_\_ allow(s) people to communicate and work together even though they may be thousands of miles apart.
  - A. Flexible cubicles
  - B. Decentralised communication
  - C. Evidence-based management
  - D. Networked organisations

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6. Which of the following factors is most likely to influence personality?
- A. Education.
  - B. Heredity.
  - C. Friends.
  - D. Moods.
7. Mary is a very driven person who seeks to push ideas forward to keep people on their toes; however, she also has a problem with stepping on peoples toes and being overly critical of others. Mary probably has high \_\_\_\_\_ and low \_\_\_\_\_.
- A. emotional stability; agreeableness
  - B. openness to experience; agreeableness
  - C. conscientiousness; emotional stability
  - D. conscientiousness; openness to experience
8. According to the Big Five Model, people who score high on the \_\_\_\_\_ dimension are creative, curious, and artistically sensitive.
- A. emotional stability
  - B. extraversion
  - C. openness to experience
  - D. agreeableness
9. Maria is normally a very quiet person who remains somewhat quiet during conversations and social settings. Maria is also the reigning national debate club champion. According to the Trait Activation Theory, what happens to Maria at competitions?
- A. She becomes highly narcissistic and is rude to the other competitors.
  - B. Being at the competition causes Maria to draw on normally unused traits.
  - C. Maria stops pretending to be shy.
  - D. Maria wins by not saying much.
10. According to the Hofstede's framework, \_\_\_\_\_ indicates the degree to which people in a country prefer structured to unstructured situations.
- A. collectivism
  - B. power distance
  - C. long-term orientation
  - D. uncertainty avoidance

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11. Siti telephones her employee, Joel, to let him know that today's meeting has been moved to one o'clock. In the communication process, Siti is \_\_\_\_\_.
- A. the sender
  - B. the receiver
  - C. the decoder
  - D. the channel
12. A receiver who translates a sender's message is engaging in the process of \_\_\_\_\_.
- A. encoding
  - B. decoding
  - C. transmission
  - D. feedback
13. Group leaders and managers communicating with employees to assign goals and to provide job instructions is an example of a(n) \_\_\_\_\_ communication.
- A. downward
  - B. lateral
  - C. upward
  - D. grapevine
14. When all communication is channeled through one central figure, a(n) \_\_\_\_\_ communication network exists.
- A. all-channel
  - B. chain
  - C. wheel
  - D. ring
15. Ahmad tells his boss only what he believes the boss wants to hear. Ahmad is engaging in \_\_\_\_\_.
- A. filtering information
  - B. selective perception of information
  - C. communication apprehension
  - D. emotional blockage

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16. Leadership is best defined as \_\_\_\_\_.
- A. the ability to influence a group toward the achievement of a vision or set of goals
  - B. the process of drawing up formal plans and monitoring their implementation
  - C. the process of carrying out the vision and strategy provided by management
  - D. the process of coordinating and staffing the organisation and handling day-to-day problems
17. If followers are \_\_\_\_\_ and \_\_\_\_\_, the leader needs to use a supportive and participative style.
- A. unable; willing
  - B. able; unwilling
  - C. able; willing
  - D. unable; unwilling
18. If a survey respondent sees his or her least preferred co-worker in unfavorable terms, Fiedler would categorise the respondent as \_\_\_\_\_.
- A. high in consideration
  - B. task-oriented
  - C. low in initiating structure
  - D. employee-oriented
19. According to evidence, what is the first step a charismatic leader takes to influence followers?
- A. Developing a formal vision statement.
  - B. Engaging in emotion-inducing and often unconventional behaviour.
  - C. Setting an example for followers through actions and words.
  - D. Articulating an appealing vision.
20. In carrying out a transformational approach to overseeing the project, Leo strives to implement the universal elements of transformational leadership. He most likely implements all of the following EXCEPT \_\_\_\_\_.
- A. vision
  - B. providing encouragement
  - C. positiveness
  - D. silent leadership

[TOTAL 20 MARKS]

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**SECTION B: TRUE/FALSE QUESTIONS (each question carries 1 mark).****Answers for this section should be shaded on the OMR sheet provided.****Shade "A" for the TRUE statement and "B" for the FALSE statement.**

21. Behaviour is generally unpredictable, and the systematic study of behaviour is a means to making reasonably accurate predictions.
22. Intuition comes from "gut feelings" about the state of some phenomenon of interest.
23. High self-monitors tend to pay less attention to the behaviour of other people than do low self-monitors.
24. According to John Holland's personality-job fit theory, individuals belonging to the "realistic" type prefer rule-regulated, orderly, and unambiguous activities.
25. Communication that flows to a higher level is known as upward communication.
26. Receivers in communication see and hear based on their needs, motivations, experience, background, and other personal characteristics. This is called selective perception.
27. Electronic communication is an informal source of information for job applicants joining an organisation.
28. Successful organisations have strong leadership and strong management.
29. According to Maslow, a need that is essentially satisfied no longer motivates.
30. The job characteristics model describes any job in terms of five core job dimensions. Task significance is one of these five dimensions and it represents the degree to which a job requires completion of a whole and identifiable piece of work.

**[TOTAL 10 MARKS]****Continued...**

**SECTION C: STRUCTURED QUESTIONS [70 Marks].**

**Answer ALL questions. Answers should be written on the answer booklet provided.**

**QUESTION 1****Change Is Inevitable**

The managing directors of Synergy Power and the organisational development consultants eventually decided that decreasing productivity is the major reason for Synergy Power's plummeting profits. The company needs new perspectives on efficiency, so what better source for ideas are there than the company's own work force?

An employee incentive program is instituted that gives RM500 cash bonuses for productive ideas. Employees whose ideas are used received RM2,000 each. Quality circles are formed to identify the solutions to ongoing problems.

In the past, leaders had not done much strategic planning. However, their new head director shows them why they need long-range planning and goal-setting, and a strategy team is formed that includes both family leaders and team leaders from the plant new action teams.

After the first year, results are nothing short of astounding – 75% of employees submitted improvement ideas. New processes were instituted as a result of both employees' ideas and the quality circles, and the entire plant is energised by the "bull market" in innovation. Synergy Power is now well on its way to enjoying the positive results of embracing change.

*Source: Adapted from Management and Organisational Behaviour (2002).*

- a) How did the new head director solve the issue of those employees who needed new perspectives on efficiency in Synergy Power?  
(2 marks)
- b) Briefly explain the **THREE (3)** stages of Lewin's change model that the new head director can use to move people through the change process.  
(6 marks)
- c) Kotter's Eight-Step Model of change process can be used to manage organisational change. Identify the **EIGHT (8)** steps in Kotter's change model.  
(16 marks)

**[Total: 24 marks]**

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**QUESTION 2**

- a) Illustrate the difference between "*halo effect*" and "*contrast effect*" in making judgment. Give one example for each. (6 marks)
- b) Identify the **SIX (6)** steps in Rational Decision Making model. (6 marks)
- c) What are the **FOUR (4)** negative outcomes of organisational politics towards an individual? (4 marks)
- d) Explain the **THREE (3)** formal bases of power. (6 marks)

**[Total: 22 marks]**

**QUESTION 3**

- a) Explain the **THREE (3)** main components of attitudes with example for each. (6 marks)
- b) Identify the **SIX (6)** benefits of joining groups. (6 marks)
- c) Differentiate between "*work group*" and "*work team*". (4 marks)
- d) Briefly explain the **FOUR (4)** types of teams. (8 marks)

**[Total: 24 marks]**

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